

HUMAN RESOURCE MANAGEMENT

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan

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INTRODUCTION

The Office of Human Resource Management (AHR) advises and assists the Administrator in directing, coordinating, communicating, and ensuring the adequacy of FAA plans, programs, and initiatives associated with

- employment,
- compensation,
- human resources information and automation,
- executive resources,
- learning and development,
- human capital planning, measurement, and evaluation,
- labor and employee relations,
- benefits,
- workplace environment, and
- operational human resources services to organizations in the FAA.

This work is carried out through executive leadership and staff in headquarters and in each of the regional offices and the Mike Monroney Aeronautical and William J. Hughes Technical Centers.

The Assistant Administrator for Human Resource Management also serves as a business partner with the Administrator and the Management Board to ensure that all FAA business decisions include a consideration of human resource principles, including the need to maintain a diverse workforce.

The AHR Business Plan addresses annual activities that the AHR organization will undertake to facilitate progress toward a better managed FAA through human capital initiatives. The Plan does not focus on the regular and recurring work of the AHR organization, but instead emphasizes the areas that have been corporately identified for improvement or major change over the next five years.

The FY 2004 AHR Business Plan is outlined in two sections. The first section, called ***Flight Plan Objectives***, builds directly upon the FAA Flight Plan. It includes the specific Flight Plan Initiatives that AHR leads or to which AHR makes significant contributions. It outlines the Performance Targets and key milestones for these Flight Plan Initiatives which are projected to be accomplished during FY 2004.

The second section (which is available upon request), called ***Additional AHR Strategic Plan Initiatives***, outlines additional strategic goals, initiatives, and FY 2004 milestones drawn from the FY 2004-2008 AHR Strategic

Plan. The initiatives and milestones covered in this second section will not be reported on corporately for FAA. However, they will be monitored within the AHR organization and will also serve as an additional driver for performance expectations for many AHR employees.

The AHR Strategic Plan and the AHR FY 2004 Business Plan have direct links to the President's Management Agenda (PMA). The Initiatives and milestones of the two Plans augment those programs and policies already in place to help the FAA achieve the PMA Human Capital Standards for Success. They align with the following PMA Human Capital Standards for Success:

President's Management Agenda (PMA) Human Capital Standards for Success

- ***STRATEGIC ALIGNMENT*** - Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.
- ***WORKFORCE PLANNING AND DEPLOYMENT*** - Agency is citizen-centered, delayed and mission-focused, and leverages e-Government and competitive sourcing.
- ***LEADERSHIP AND KNOWLEDGE MANAGEMENT*** - Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.
- ***RESULTS-ORIENTED PERFORMANCE CULTURE*** - Agency has a diverse, results-oriented, high performing workforce, and has a performance management system that effectively differentiates between high and low performance and links individual/team/unit performance to organizational goals and desired results.
- ***TALENT*** - Agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.
- ***ACCOUNTABILITY*** - Agency human capital decisions are guided by a data-driven, results-oriented planning and accountability system.

The AHR organization will measure its success in FY 2004 by quarterly review of progress toward accomplishing AHR Business Plan Performance Targets and Milestones, and by the FAA-wide FY 2004 success at achieving the following metrics:

- Directly relate 80% of employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over the FY 2003 baseline.

In addition, AHR will use data from the FY 2003 Employee Attitude Survey to establish a baseline against which to measure progress toward the FY 2005 and FY 2008 metrics in the areas of management effectiveness and accountability.

ORGANIZATIONAL EXCELLENCE



OVERVIEW

AHR significantly contributes to the objectives of the Flight Plan Goal of Organizational Excellence. AHR is responsible for leading the design and implementation of corporate programs of best practice in human capital – including programs focused on selecting, developing and rewarding the best in leadership; and programs to facilitate management’s acquiring, training and fully utilizing the most capable and productive workforce to accomplish the mission of the agency. These human capital programs are integral to FAA’s success in achieving not only Organizational Excellence but also the strategic goals of Increasing Safety, Greater Capacity, and International Leadership.

This Office contributes to the following strategic Organizational Excellence Objectives outlined in the FAA 2004-2008 Flight Plan:

ORGANIZATIONAL EXCELLENCE OBJECTIVES

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Control costs while delivering quality customer service
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: MAKE THE ORGANIZATION MORE EFFECTIVE WITH STRONGER LEADERSHIP, INCREASED COMMITMENT OF INDIVIDUAL WORKERS TO FULFILL ORGANIZATION-WIDE GOALS, AND A BETTER PREPARED, BETTER TRAINED, DIVERSE WORKFORCE

FY04 PERFORMANCE TARGETS

- Directly relate 80% of employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over the FY 2003 baseline.

Flight Plan Initiative 1. (AHR Leads)

Implement an executive development program

AHR Activity

- A. AHR leads the corporate efforts to build a diverse pipeline of highly qualified candidates, provide coaching and formal development for newly appointed executives, and promote the development of incumbent executives.

Performance Targets:

- *Develop staffing and development strategies to meet future executive personnel requirements. (June 2004)*
- *Refine and pilot new processes to identify and develop a diverse pipeline of highly qualified candidates for executive positions. (September 2004)*
- *Initiate coaching and formal development for newly appointed executives. (June 2004)*
- *Initiate corporately sponsored development for incumbent executives. (June 2004)*
- *Pilot an Action Learning program, tied to the FAA Flight Plan, for high performing senior managers. (June 2004)*

Flight Plan Initiative 2. (AHR Leads)

Put in place a management workforce planning and development program

AHR Activity

- A. AHR, working with a cross-agency, executive level steering group will lead corporate efforts to ensure that FAA has the highly talented, capable, and committed managers it needs to achieve its mission and accomplish its strategic goals and objectives.

Performance Targets:

- *Establish an executive level committee to oversee leadership development at all levels. (January 2003)*
- *Identify resources, establish program management, and develop an action plan to implement recommendations of the Managerial Workforce Planning Steering Committee. (March 2003)*
- *Issue new policy on managerial selection, training, and development. (September 2004)*
- *Develop and implement new managerial selection factors. (September 2004)*
- *Develop new managerial performance standards. (September 2004)*
- *Develop and implement new mandatory training for managers. (June 2004)*
- *Conduct coaching workshops for managers of new managers. (June 2004)*

Flight Plan Initiative 3. (AHR Leads)

Undertake a timely and effective approach to conflict management.

AHR Activity

- A. The Offices of AHR, Civil Rights, and Chief Counsel, at the request of the Administrator, have explored ways of implementing a timely and effective approach to conflict management. The group's focus is to develop a corporate approach to conflict management that pulls together available conflict management resources and provides employees with an effective, consistent, and timely framework for handling conflict in the agency.

Performance Targets:

- *Support the development of an Early Dispute Resolution Center. (September 2004)*
- *Assist in the selection of a Director for the Center. (January 2004)*
- *Assist the Director in creating a workgroup to review the processes and procedures of the Center. (February 2004)*
- *Assist the Director in developing a process for identification and selection of the support staff for the Center. (February 2004)*

- *Participate in the piloting of an Early Dispute Resolution Center at headquarters and at one region/center. (August 2004)*

Flight Plan Initiative 4: (AHR Supports)

Use multiple channels to communicate the goals of the Flight Plan and help employees see the link between their jobs and these goals.

AHR Activity

- A. AHR significantly contributes to this Initiative through its design and administration of compensation programs and performance management and appraisal programs. These programs have design features to help employees understand agency goals and to form a “line of sight” between the functions they perform and the FAA’s strategic goals.

Performance Targets:

- *Revise Organizational Success Increase (OSI) criteria to align with the new FAA Strategic Plan goals and performance targets, and communicate this new FY 2004 OSI criteria with the workforce. (January 2004)*
- *At least twice a year, communicate with the workforce on the progress towards achieving the OSI criteria. (March 2004 and July 2004)*
- *Design and implement a program to encourage employees and organizations to improve efficiency, cost reduction, and productivity. (March 2004)*
- *Publish 2-3 articles in the Intercom or through VOICE to highlight background, interesting facts, and progress toward achieving 2-3 Organizational Excellence initiatives. (July 2004)*

Flight Plan Initiative 5: (AHR Leads)

Implement the new Performance Management System for all employees.

AHR Activity

- A. AHR is responsible for designing the policy and framework and then providing corporate leadership in expanding implementation of the Performance Management System to remaining non-executive employees. This includes leading negotiations with labor unions and assisting Lines of Business and Staff Offices in developing implementation plans, establishing generic performance standards, and developing and delivering training on the system to employees and managers.

Performance Targets

- *Resolve issues with Lines of Business and Staff Offices regarding implementation of the Performance Management System for non-*

bargaining unit employees not under the System. (March 2004)

- *Identify barriers and initiate resolution of issues regarding implementation of the Performance Management System for bargaining unit employees not under the System. (June 2004)*
- *Develop generic performance standards for employee groups where issues have been resolved. (September 2004)*
- *Conduct employee and manager briefings and training on the Performance Management System. (September 2004)*
- *Begin use of the Performance Management System for employee groups where issues have been resolved. (September 2004)*

Flight Plan Initiative 6: (AHR Leads)

Directly link all employee performance plans to FAA strategic goals and line of business and staff office performance plans.

AHR Activity

- A. AHR is responsible for developing a framework to assess the degree to which individual performance plans are established and the degree to which those individual performance plans link to agency strategic goals and organizational performance plans. AHR is also responsible for compiling and validating corporate assessment data, and for developing measures to mitigate any problem areas identified.

Performance Targets

- *Assess degree to which employee, manager and executive performance plans are in place. (March 2004)*
- *Assess the content of performance plans to determine the degree to which there is linkage to strategic goals and organizational performance plans. (March 2004)*
- *Implement procedures to address areas of non-compliance. (June 2004)*

Flight Plan Initiative 7: (AHR Leads)

Undertake and sustain agency human capital planning and measurement processes.

AHR Activity

- A. To meet the requirements of the President’s Management Agenda (PMA) for Human Capital, AHR leads the corporate FAA human capital planning and measurement effort in collaboration with the Department of Transportation and the FAA Lines of Business and Staff Offices. AHR develops and implements the corporate process, issues corporate guidance and policies, and implements tools and

infrastructure to support human capital planning. AHR develops the FAA Human Capital Plan, coordinates the communication of the plan to the workforce, and assesses progress in implementing the plan to improve strategic management of the FAA workforce and the effective alignment of human capital to the FAA business.

Performance Targets

- *Develop FY 04-08 FAA Human Capital Plan. (January 2004)*
- *Publish and communicate the FAA Human Capital Plan to engage the workforce in implementation. (March 2004)*
- *Implement and coordinate FAA Human Capital Board to address corporate workforce issues that improve strategic management of agency workforce. (June 2004)*
- *Develop and issue FAA human capital planning policy. (July 2004)*
- *Conduct workforce planning for the agency Information Technology workforce. (May 2004)*
- *Develop a human capital measurement and accountability plan to assess the effectiveness of corporate agency human capital strategies, initiatives and practices. (February 2004)*

Flight Plan Initiative 8. (AHR Leads)

Put in place a corporate employee training and development program.

AHR Activity

- A. AHR, working with a cross-agency, executive level steering group, will lead corporate efforts to build strategic competencies in the FAA workforce and support continuous learning and professional development.

Performance Targets

- *Establish a cross-agency Steering Committee for Workforce Development. (January 2004)*
- *Design a workforce development curriculum. (August 2004)*
- *Develop a strategic investment plan to improve the quality, availability, and cost-effectiveness of employee training and development. (September 2004)*

Flight Plan Initiative 9. (AHR Leads)

Implement corporate recruitment initiatives.

AHR Activity

- A. AHR will spearhead the implementation of national recruitment initiatives to help the FAA acquire new talent. These initiatives will complement the recruitment activities underway in the Lines of Business and Staff Offices. Along this vein, AHR will coordinate with recruitment contacts throughout the agency.

Performance Targets

- *Redesign FAA's Careers website to make it more user friendly. (December 2003)*
- *Develop and publicize a manager's toolkit for effective recruitment. (December 2003)*
- *Develop recruitment materials that target Hispanics (in Spanish) and that target persons with disabilities. (June 2004)*
- *Design framework for a corporate intern program. (April 2004)*
- *Strategically communicate job advertisements and recruitment outreach materials via websites, magazines, colleges and universities, and professional organizations that target women, minorities, and persons with disabilities. (September 2004)*
- *Pilot an employee referral bonus program in one Line of Business. (September 2004)*

FLIGHT PLAN OBJECTIVE 2: CONTROL COSTS WHILE DELIVERING QUALITY CUSTOMER SERVICE

FY04 PERFORMANCE TARGETS

- Secure 10% of the unfunded portion of the strategic plan through budget requests, reprioritization, and cost savings.
- Complete the closeout of 100% (FY 2001 baseline) of cost reimbursable contracts by end of FY 2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1. (AHR Supports)

Put in place an agency-wide cost control program using CAS and LDR, including:

- An executive-level review process
- Identification of cross-organizational initiatives focused on controlling operations costs starting with information technology (IT) expenditures. Savings identified will be used to fund unfunded aspects of the Flight Plan.
- A program to create incentives for FAA organizations to identify and implement costs savings initiatives.

AHR Activity

- A. Pending guidance regarding specific requirements, we commit to supporting accomplishment of this initiative.

Performance Target: TBD with further guidance from ABA.

FLIGHT PLAN OBJECTIVE 3: MAKE DECISIONS BASED ON RELIABLE DATA TO IMPROVE OUR OVERALL PERFORMANCE AND CUSTOMER SATISFACTION

FY04 PERFORMANCE TARGETS

- Achieve 80% of the designated milestones and maintain 80% of critical program costs within 10% of the total as published in the CIP.
- Achieve 90% of all performance targets in the Flight Plan. Achieve 30 or more of the 33 performance targets in FY 2004.
- Increase customer satisfaction scores on the American Customer Satisfaction Index to 63.
- Achieve 90% of the milestones for the agency information security plan.

Flight Plan Initiative 1. (AHR Supports)

Provide tools and training to all current executives and managers on using cost data (for example, CAS and LDR information) to make management decisions and reinforce the use of these skills as part of the agency-wide cost control program.

AHR Activity

- A. Pending guidance regarding specific requirements, we commit to support accomplishment of this initiative.

Performance Target: TBD with further guidance from ABA.

Flight Plan Initiative 2. (AHR Leads)

Integrate lessons on using cost and performance data in all levels of supervisory and management training conducted at the Center for Management Development (CMD).

AHR Activity

- A. CMD, working with the Office of Cost and Performance Management (APF), will develop and incorporate learning activities on the effective use of cost and performance data in all core training for FAA managers.

Performance Target: Develop and integrate learning activities on the effective use of cost and performance data in all mandatory CMD training for new managers. (June 2004)

Flight Plan Initiative 3. (AHR Supports)

Expand the use of professional certification programs for managers and employees in key decision-making positions that impact major acquisitions.

AHR Activity

- A. AHR will provide ARA with technical advice regarding policies and regulations (e.g., selection, promotion, pay, performance management, and training) that may impact implementation of a certification program for acquisition managers. This will include sharing lessons learned during the development and implementation of policies and processes for certifying procurement specialists.

Performance Target: TBD with further guidance from ARA.

Flight Plan Initiative 4. (AHR Supports)

Update and implement an agency security plan to protect our information assets.

AHR Activity

- A. AHR supports this initiative by promoting security awareness, assessing and certifying AHR systems, and working through the Chief Information Officers Council to increase standardization and eliminate duplication.

Performance Targets

- Conduct annual security awareness training for all AHR employees. (September 2004)
- Certify and authorize all AHR systems currently in the agency's Information Technology (IT) inventory. (September 2004)
- Use the agency scanning tool (FoundScan) to ensure that all AHR servers are properly patched. (March 2004)
- As a member of the Chief Information Officers Council, work with AIO to review and update agency security policies and processes. (September 2004)